

AN INTEGRATED MODEL FOR SUSTAINABLE SUPPLIER SELECTION AND  
MULTI-PERIOD MULTI-PRODUCT LOT-SIZING FOR PACKAGING FILM  
INDUSTRY IN IRAN

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Universiti Teknologi Malaysia

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MULTI-PERIOD MULTI-PRODUCT LOT-SIZING FOR PACKAGING FILM  
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Dedicated to:

The loving memory of my brother, Shahin.

My beloved family,  
for their immeasurable support, encouragement, and love.

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## ABSTRACT

The emergence of sustainability issues has created increasing interest among those involved in the field of sustainable supply chain management. Companies are motivated to modify their supply chains activities based on sustainability issues to enhance their overall level of sustainability in order to fulfil demanding environmental and social legislation and to deal with increasing market forces from different stakeholder groups. Within supply chain activities, selecting appropriate suppliers based on the criteria of sustainability, e.g., economic, environmental, and societal might help companies move towards sustainable development. Although several studies have been accomplished to incorporate sustainability criteria into supplier selection problem, little attention has been paid to developing a comprehensive mathematical model that allocates the exact quantities of orders to suppliers considering lot-sizing problems. Moreover, the effect of inflation as an important issue for companies in the developing countries has been neglected in studies that examined multi-period multi-product lot-sizing along with supplier selection. In this study, a multi-objective mathematical model for sustainable supplier selection integrated with multi-period multi-product lot-sizing problem under the effects of inflation was developed. The model consists of four objective functions which are minimizing total cost, maximizing total social, total environmental score, and total economic qualitative scores. The mathematical model was developed based on the parameters discovered by preprocessing the social, environmental, and economic data of suppliers using a rule-based-weighted fuzzy approach and fuzzy analytical hierarchy process. The model attempted to simultaneously balance different costs under inflationary conditions to optimize the total cost of purchasing and other objective functions. A comprehensive framework was developed as a road map for procurement organizations in order to facilitate the allocation of optimal order quantities to suppliers in a sustainable supply chain. The proficiency and applicability of a proposed approach was illustrated using a case study of packaging films from the food industry. For each main criterion of sustainability, their related subcriteria and influencing factors were extracted from literature and the most related ones were selected by company's experts. In this research, green competencies, environmental management system, pollution, occupational safety and health, training and education, contractual stakeholder, economic qualitative, and cost were selected by company's experts as the main subcriteria of sustainable supplier selection. The consideration of sustainability criteria in the proposed multi-objective model revealed that a higher value of sustainable purchasing can be achieved in comparison with a single objective cost-based model. In addition, the results show that the proposed model can provide a purchasing plan for the company while monitoring the effect of inflation and assuaging its concerns regarding sustainability issues.

## ABSTRAK

Kemunculan isu kelestarian, didapati telah mewujudkan peningkatan minat di kalangan mereka yang terlibat dalam bidang pengurusan rantaian bekalan yang lestari. Syarikat-syarikat terdorong untuk mengubah aktiviti rantaian bekalan mereka berdasarkan isu-isu kelestarian untuk meningkatkan keseluruhan tahap kemampuan untuk memenuhi undang-undang alam sekitar dan sosial serta bersaing dalam kuasa pasaran yang semakin meningkat daripada kumpulan-kumpulan berkepentingan yang berbeza. Dalam usaha membantu syarikat-syarikat untuk bergerak ke arah pembangunan yang lebih mampan dalam aktiviti bekalan rantaian ini, pembekal yang sesuai harus dipilih berdasarkan aspek kriteria kelestarian seperti ekonomi, alam sekitar dan sosial. Walaupun, beberapa kajian telah dibuat untuk menggabungkan kriteria kelestarian di dalam masalah pemilihan pembekal, namun kurang tumpuan diberi terhadap pembangunan model matematik yang komprehensif untuk mempertimbangkan jumlah peruntukan sebenar di dalam usaha pembekalan dalam masalah 'lot-sizing' ini. Selain itu, isu penting seperti kesan inflasi di dalam syarikat-syarikat bagi negara membangun telah diabaikan dalam pelbagai kajian yang melibatkan pemilihan pembekal seperti produk pelbagai saiz. Dalam kajian ini, model matematik kepelbagaian-objektif untuk pemilihan pembekal yang mampan dengan pelbagai produk yang berbeza saiz dengan mengambil kira kesan inflasi telah dibangunkan. Model ini terdiri daripada empat objektif iaitu meminimumkan jumlah kos, memaksimumkan jumlah skor sosial, skor keseluruhan alam sekitar dan jumlah skor kualitatif ekonomi. Model matematik ini dibangunkan berdasarkan parameter yang dicapai melalui pra-pemprosesan data sosial, alam sekitar dan ekonomi pembekal, menggunakan kaedah *weighted fuzzy approach* dan kaedah *fuzzy analytical hierarchy process*. Model ini turut mengimbangi kos berbeza di bawah keadaan inflasi untuk mengoptimumkan jumlah kos pembelian dan fungsi objektif lain. Rangka kerja yang komprehensif turut dibangunkan sebagai panduan untuk kemudahan organisasi-organisasi dalam masalah kuantiti peruntukan yang optimum kepada pembekal dalam pengurusan rantaian bekalan yang mampan. Kajian kes terhadap pembungkusan filem dalam industri makanan dibuat bagi menggambarkan kecekapan dan kesesuaian pendekatan yang telah dicadangkan. Bagi setiap kriteria utama kelestarian, sub-kriteria yang berkaitan didapati daripada kajian literatur dan telah dipilih oleh pakar-pakar dalam syarikat. Dalam kajian ini, sub-kriteria yang telah dipilih untuk pemilihan pembekal yang mampan ialah kecekapan pengurusan hijau, sistem pengurusan alam sekitar, pencemaran, keselamatan dan kesihatan pekerjaan, latihan dan pendidikan, pemegang kepentingan kontrak, kualitatif ekonomi dan kos. Pertimbangan kriteria kelestarian yang dicadangkan ini menunjukkan bahawa nilai yang tinggi dalam pembelian yang mampan boleh dicapai berbanding dengan model *single-objective cost-based*. Di samping itu, keputusan menunjukkan bahawa model yang dicadangkan boleh menyediakan pelan pembelian untuk syarikat manakala pemantauan kesan inflasi boleh meredakan kebimbangan syarikat mengenai isu-isu kelestarian.

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## LIST OF SYMBOLS

$C_{ij}$	-	Available capacity of supplier $j$ for product $i$
$D_{it}$	-	Demand of product $i$ at time $t$
$E_{ij}$	-	Score of supplier $j$ for product $i$ in environmental criteria achieved through weighted fuzzy approach
$H_{it}$	-	Holding cost of product $i$ at time $t$
$I$	-	Number of products;
$J$	-	Number of suppliers
$O_{jt}$	-	Ordering cost of supplier $j$ at time $t$
$P_{ijt}$	-	Price of product $i$ from supplier $j$ at time $t$
$\varphi_{jt}$	-	Transportation cost from supplier $j$ per kg at time $t$
$r$	-	Inflation rate
$R$	-	Effective inflation rate ( $r-z$ )
$S$	-	Maximum storage space
$T$	-	Number of periods
$\tau_{ij}$	-	Score of supplier $j$ for product $i$ in social criteria achieved through weighted fuzzy approach
$V_i$	-	Storage space needed for product $i$
$\omega_{ij}$	-	Score of supplier $j$ for product $i$ in economic qualitative criteria achieved through FAHP
$x_{ijt}$	-	Number of product $i$ purchased from supplier $j$ at time $t$
$Y_{jt}$	-	Binary variable: 1, if an order allocated to supplier $j$ at time $t$ , otherwise, 0
$z$	-	Discount rate

## LIST OF ABBREVIATIONS

AHP	-	Analytic Hierarchy Process
ANP	-	Analytic Network Processes
CEO	-	Chief Executive Officer
COA	-	Centroid of Area
CS	-	Contractual Stakeholder
DEA	-	Data Envelopment Analysis
EC	-	Energy Consumption Control
ELECTRE	-	Elimination and Choice Expressing Reality
EMC	-	Environmental Management Certificates
EMS	-	Environmental Management System
EOQ	-	Economic Order Quantity
FA	-	Fuzzy Approach
FAHP	-	Fuzzy Analytic Hierarchy Process
FAW	-	Fuzzy Additive Weighted Approach
FIS	-	Fuzzy Inference System
FWM	-	Fuzzy Weighted Max-min Approach
GAMS	-	General Algebraic Modeling System
GC	-	Green Competencies
GD	-	Grant and Donation
GP	-	Goal Programming
HSI	-	Health and Safety Incident
ID	-	Information Disclosure
MADM	-	Multi-attribiute Decision-Making
MATLAB	-	Matrix Laboratory
MCDM	-	Multi-criteria Decision-Making
MEC	-	Management's commitment to the environment and Support



MINLP	-	Mixed Integer Non-linear Programming
MIP	-	Mixed Integer Programming
MODM	-	Multi-objective Decision-Making
MOP	-	Multiple-objective Programming
NN	-	Neural Network
OHSMS	-	Occupational Health and Safety Management System
PC	-	Pollution Control Capability
PEHS	-	Personnel Engagement in Health and Safety Committee
PO	-	Pollution
PW	-	Product Waste
RC	-	Recycling Capabilities
SCM	-	Supply Chain Management
SSA	-	Scatter Search Algorithm
SE	-	Stakeholder Engagement
SSCM	-	Sustainable Supply Chain Management
TBL	-	Triple Bottom line
TE	-	Training Education and Community Development
TOPSIS	-	Techniques for Order Preference by Similarity to Ideal Solution
TVSP	-	Total Value of Sustainable Purchasing
WFA	-	Weighted Fuzzy Approach
WS	-	Worker Safety and Labor Health
WSA	-	Weighted Sum Approach

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the Project**

Supply chain management (SCM) includes the requirements to provide a well-organized supply process by continuous monitoring and controlling the process in order to guarantee that customers and organizational needs are met. In order to have an efficient SCM, good coordination must be established between all components of the supply chain.

An important concern in SCM is supplier selection. As organizations become more dependent on their suppliers, the direct and indirect consequences of poor decisions become more severe (De Boer *et al.*, 2001). Moreover, it is needed for companies to develop effective procurement strategies in order to reduce costs, obtain higher quality goods, and achieve shorter lead times to ensure their survival in a competitive global market (Ebrahim *et al.*, 2009). Therefore, the selection of suppliers has grown in importance as a strategic issue in the area of SCM. Che and Wang (2010) stated that companies should make important decisions regarding the evaluation and selection of their suppliers in order to collaborate with qualified suppliers and eliminate unqualified ones.

Building long-term relationships with qualified suppliers can lead to a rapid exchange of information which can support SCM. Seuring and Müller (2008) defined supplier selection as the process in which suppliers are reviewed, evaluated, and chosen to become a part of the organization's supply chain. This area of research has been significantly studied and is of extreme importance, especially in the companies where procurement has a significant effect on profits (Ghodsypour and O'Brien, 1998; Amin *et al.*, 2011; Lima Junior *et al.*, 2013). Therefore, a comprehensive decision tool is very much required for these companies in order to maintain their competitive advantages in the wake of growing competition.

Several criteria such as cost, quality, lead times, capacity, technical potential, design performance, and environmental performance affect a supplier's performance. A list of 23 criteria was identified for supplier evaluation and selection in a study conducted by Dickson (1966). In another study, Weber *et al.* (1991) identified that decisions to select suppliers are influenced by key factors. These key factors were derived from reviewing 74 related papers that appeared after Dickson's (1966) distinguished research work. According to Weber *et al.* (1991) review, in the area of supplier selection it was found that price, quality and delivery performance are the most important factors that must be considered when selecting a supplier. In other words, supplier selection is a multiple-criteria decision making (MCDM) that requires a tradeoff between conflicting quantitative and qualitative criteria to select the best suppliers (Ebrahim *et al.*, 2009).

According to the studies in the literature, the perception is that there are three important decisions that are related to supplier selection. These three decisions are concerned with the kind of products to be ordered, the quantities required, and when they are required (Aissaoui *et al.*, 2007; Hassini, 2008; Woarawichai *et al.*, 2011). These three decisions make order lot-sizing and supplier selection closely related. Lot-sizing problems, as one of the most important issues facing SCM, are categorized as production planning problems because they contain the objective of determining when an order should take place and the quantities to be ordered in order

to satisfy demand while minimizing costs such as purchasing and inventory costs (Woarawichai *et al.*, 2011).

The idea of lot-sizing was developed by Wagner and Whitin (1958). Their published paper has been elected as one of the most influential publications in Management Science, which shows the significance of lot-sizing problems in the field of SCM (Wagner, 2004). The integration of lot-sizing models and supplier selection has recently attracted the attention of scholars and practitioners. Several studies in this field (Basnet and Leung, 2005; Aissaoui *et al.*, 2007; Dai and Qi, 2007; Hassini, 2008; Ustun and Demirtas, 2008; Ebrahim *et al.*, 2009; Keskin *et al.*, 2010; Rezaei and Davoodi, 2011a; Sawik, 2011; Woarawichai *et al.*, 2011; Hammami *et al.*, 2012; Rezaei and Salimi, 2012) examined situations in which buyers needed to determine the optimal quantity of a product to order in each period from each supplier to meet the requirements of a production plan while satisfying given constraints. In these studies, some objective functions such as total cost (purchasing, inventory, ordering, and transportation), quality, and service levels were formulated.

Incorporating the decision to schedule orders over time with vendor selection may significantly reduce costs over the planning horizon. In a situation where a multi-period horizon is defined, the orders can be allocated to one or more suppliers for each period. Moreover, buyers can buy products early in the planning horizon and keep them as inventory until they are needed in the future while holding costs are taken into account.

In the real world applications, although order allocation becomes more complicated in the presence of a multi-period planning horizon, there can be potential opportunities for buyers to create more effective purchasing plans by incorporating inventory management systems. Multi-period lot-sizing integrated with supplier selection can provide a balance between inventory costs and allow suppliers with lower costs to be selected (Aissaoui *et al.*, 2007).

One of the critical factors that can affect a buyer's decisions and the lot-size of each product is the inflation rate. The effect of inflation has become a constant characteristic and a very important issue in several developing economies, especially in the third world countries (Onawumi *et al.*, 2011). Considering the effect of inflation on lot-sizing can reduce the total cost of purchasing over the planning horizon. Since the inflation rate leads to an increase in products prices, it can harm companies that do not consider this issue in their purchasing and inventory control functions. There are a few studies in the existing literature that considered the effect of the inflation rate on inventory control (De and Goswami, 2006; Sana, 2008; Sana and Chaudhuri, 2008). However, there are very limited studies in the literature that considered the effect of the inflation rate on inventory lot-sizing integrated with supplier selection even though it should be considered when addressing purchasing and logistic issues.

On a different note, the emergence of sustainability over the past few decades has witnessed increasing interest from practitioners and academia in the field of sustainable SCM. Companies have been motivated to modify their supply chains activities based on sustainability issues to enhance their overall level of sustainability in order to fulfil more demanding environmental and social legislation and to deal with increasing market forces from different stakeholder groups.

Traditionally, the process of supplier selection was influenced by different intangible and tangible criteria such as price, quality, technical capability, and delivery performance (Önüt *et al.*, 2009; Friedl and Wagner, 2011). Further studies show that cooperation with environmentally, socially, and economically potent suppliers can improve supply chain sustainability and positively impact sustainable development (Büyüközkan and Çifçi, 2011). Therefore, many organizations have begun to focus on incorporating environmental, social, and economic aspects of sustainability in their supplier selection processes by adapting sustainable supply chain initiatives (Seuring and Müller, 2008; Govindan *et al.*, 2013).

Sustainable supplier selection can be defined as a classical supplier selection in which environmental and social criteria are used to evaluate, select, and monitor the performance of suppliers (Genovese *et al.*, 2010). Most studies in this field have only focused on the economic and environmental aspects of sustainability (Shen *et al.* 2012; Handfield *et al.*, 2002; Lu *et al.*, 2007; Kannan *et al.*, 2008; Hsu and Hu, 2009; Kannan *et al.*, 2009; Lee *et al.*, 2009; Yeh and Chuang, 2011; Büyüközkan and Çifçi, 2012; Shaw *et al.*, 2012). More recently, few researchers have attempted to investigate the social facet of sustainability either separately or together with economic and environmental aspects when considering the of supplier selection. In addition, several companies in the world have tried to incorporate sustainability issues on their supplier selection process. Walmart has recently provided a sustainable supplier assessment system that encompasses several questions for assessing suppliers in different categories such as nature and resource, material efficiency, energy and climate, and community influence. The BMW group implemented a supplier evaluation considering some issues such as resource management and environmental protection, and social responsibility. Toyota Motor Corporation considers corporate social responsibility issues in their supplier selection and evaluation system. However, there is still no comprehensive model or framework for supplier selection and order allocation that simultaneously considers all three aspects of sustainability while the effect of inflation is taken into account.

Nowadays, packaging films are massively used in food industries. Considering the high demand rate of packaging films in food manufacturing companies over a planning horizon, providing a comprehensive mathematical model for sustainable supplier selection and order allocation can help companies achieve higher value of sustainable purchasing. Therefore, there is a need for food manufacturing companies to implement a systematic procurement method to address the abovementioned issues in order to move towards sustainable development. Hence, this study aims at developing a multi-objective mathematical programming in order to facilitate the process of decision-making.

In this study, a comprehensive framework was developed associated with sustainable supplier selection integrated with multi-period multi-product inventory lot-sizing. The main aim of this study is to deal with sustainable supplier selection integrated with multi-period multi-product inventory lot-sizing in the presence of increasing inflation. This study attempts to determine the quantities of product to be ordered for certain periods from various suppliers while ensuring that all of the system's constraints and needs are satisfied. A multi-objective programming model is developed that considers inflation rates and additional criteria for sustainable issues that are different from traditional criteria (cost, quality, and delivery). In order to solve multi-objective models, different approaches are utilized. MATLAB, LINGO, and GAMS software are used to analyze the data.

## **1.2 Problem Statement**

The traditional supplier selection approach was demonstrated to be competitive and practical until the emergence of sustainability issues, which has drawn the attention of managers and CEOs who wish to incorporate sustainability in all aspects of their manufacturing and supply chain activities. Companies understand that in order to provide sustainable products and services for today's competitive markets, they must improve the sustainability degree of their supply chains. Suppliers are an important part of the supply chain and they can affect the sustainability of the supply chain. As a result, it has become necessary to select and evaluate suppliers based on sustainability criteria. So far, only few studies have been conducted that consider the economic, environmental, and social criteria for supplier selection. It can be perceived that the focus on sustainability issues and how they apply to supplier selection and order allocation in practice is at an early stage.

Although many studies have been conducted that looked at multi-period multi-product order lot-sizing together with supplier selection (Rezaei and Davoudi



2008, 2011b), there is not any research that considers the effect of inflation, especially in developing countries, on these issues. Furthermore, far too little attention has been paid to developing comprehensive frameworks and practical mathematical models for order allocation that consider sustainability issues in the integrated problem of supplier selection and multi-period multi-product lot-sizing. Consequently, this study has been carried out in order to address these oversights.

### **1.3 Research Questions**

The main questions asked in this study are:

- i. What are the appropriate sustainable criteria to use to evaluate suppliers?
- ii. What is the weight of each criterion used to evaluate suppliers?
- iii. How can the effects of inflation on supplier selection with multi-period multi product inventory lot sizing be formulated?
- iv. What are the objective functions and constraints of a multi-objective mathematical model that considers sustainability criteria beside the traditional criteria used to select suppliers while considering inventory lot-sizing and increasing inflation?
- v. What is the optimum order quantity that can be allocated to each supplier for each period for each product?

### **1.4 Objectives and Scope of Study**

The main objectives of this study are as follows:

- i. To develop a comprehensive framework for sustainable supplier selection.

- ii. To develop an integrated multi-objective model for sustainable supplier selection and multi period multi-product inventory lot sizing that considers the effects of inflation.
- iii. To validate the developed multi-objective mathematical model by a case study and optimize it in order to determine the optimum order quantities of products that can be allocated to suppliers in each period in the integrated problem of sustainable supplier selection and multi-period multi-product inventory lot-sizing.

The scope of the research includes:

- i. A case study of packaging film for the food industry in Iran was selected.
- ii. Three kinds of packaging films with their related suppliers were selected.
- iii. MATLAB, LINGO, GAMS, and Excel software were used to analyze the data.

## **1.5 Significance of Study**

Within sustainability practices, incorporating sustainability issues into organizational procurement decisions has become an important issue. Although some industries use supplier selection systems, there is an opportunity to develop a comprehensive framework and a mathematical model that would facilitate the selection of sustainable suppliers and order allocation. Subsequently, this would help companies select their suppliers and allocate orders to them in a systematic manner. Therefore, this study attempts to address these issues by developing a comprehensive framework and a mathematical model. Moreover, the effect inflation rate is taken into account in the development of the mathematical model. Due to high inflation rate in the developing countries, especially third world countries, it is very important

to consider the effect of inflation rate on their inventory management and purchasing activities in order to minimize the risk of losing profit. Considering prices under inflationary conditions along with ordering, holding, and transportation costs in the cost objective function of the mathematical model for sustainable supplier selection and order lot-sizing will help decision makers to achieve the best procurement plan and reduce their total costs when dealing with planning horizons. The mathematical model can make balance between these factors in the presence of inflation rate in order to achieve the best procurement plan over a planning horizon. Developing a comprehensive framework as a decision support system for sustainable supplier selection integrated with-lot sizing can facilitate the process of supplier selection and order allocation for companies and their managers and help them compete in the global market while improving their sustainability. The framework can be used as a road map to show how sustainable supplier selection and multi-period-multi-product lot-sizing can be integrated together. Hence, this study aims at developing a multi-objective mathematical programming and a comprehensive framework in order to facilitate the process of decision-making.

## **1.6 Structure of Thesis**

This report consists of six chapters, summarized as follow: Chapter 1 is the introduction of the study. This chapter explains the research questions, problem statement, objectives of the study, the scope of the study, and matters that were related to the introduction of project. Chapter 2 belongs to the literature review and contains several topics related to this study. This chapter also provides definitions, principles, and approaches that were used while conducting this project. Chapter 3 discusses the methodology of the research, research framework and provides a detailed explanation of its components. Chapter 4 encompasses model formulation and development. This chapter also provides a detailed explanation of different optimization approaches. Chapter 5 presents the case study, results, and discussions of this project. Chapter 6 provides the final conclusions and gives a brief summary of the study and recommendations for future works.

## **1.7 Summary**

This chapter has given a general introduction to the entire study. At the beginning of this chapter, the introduction of supplier selection and lot-sizing were briefly discussed. Then, sustainability issues and their importance in SCM were explained. This was followed by the research statement and the issues that face this area of study. The objectives and scope of the project were stated to define the boundaries of the study. The significance of the study was discussed. Lastly, the arrangement of the entire report was explained.

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